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22 September 1954

MEMORANDUM FOR: Director of Central Intelligence

VIA: Inspector General

SUBJECT: Manpower Survey of the Clandestine Services  
(Eastern Europe Division)

- REFERENCES:
- a. Manpower Survey of the Far Eastern Division, 18 August 1954. (Report #1)
  - b. Manpower Survey of the Eastern Europe Division, September 1954. (Report #2)

1. In accordance with instructions from the Director of Central Intelligence, a task force has conducted a survey of the current practices employed within the Eastern Europe Division (DD/P) for the assignment, control, and reporting of manpower and personnel within this component. The report of this survey (entitled as above) and Tabs A through D are attached. This report has been reviewed in detail in draft form by Chief, Management Staff, and by the Chiefs of Administration/EE and Personnel/EE, the latter two of whom have accepted the facts in this report.

2. The scope of this survey report includes an examination of headquarters records on all staff employees and staff agents, including staff project personnel, in both headquarters and field.

3. For the purposes of comparison, all data and reports examined were as of 1 June 1954, unless otherwise noted.

#### I. PRINCIPAL FINDINGS OF FACT

4. The Eastern Europe Division exceeded its total official ADP civilian manpower ceiling (reported to ADP from DD/P Admin) [redacted] individuals and its headquarters ceiling by [redacted] individuals.

5. The Eastern Europe Division exceeded its headquarters table of organization authorization of [redacted] by [redacted].

6. The conditions contributing to this situation are outlined in Section IV, Paragraph 9 of the attached report. In the main they derive from the initial imposition of a ceiling substantially lower than the (then) actual on duty strength.

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25X1A6A 7. [ ] does not operate under the official table of organization but instead publishes, on its own cognizance and without formalized headquarter's authorization, a "rostering table" by which it notifies headquarters of its staffing and organization. EE Division is lagging considerably behind in obtaining after-the-fact official T/O changes to keep pace with actions taken by the [ ]

25X1A6A 8. The position inventory maintained by the Office of Personnel, because it is based only on official personnel actions (Forms 52), failed to indicate accurately the actual assignments and locations of at least [ ] persons comprising seventeen percent (17%) of the Division's over-all on-duty strength.

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25X9 9. It was found that confidential funds were used for salary payments of [ ] persons in headquarters under Eastern Europe Division jurisdiction, [ ] of whom did not occupy authorized headquarters unvouchered positions, and of this [ ] had been in headquarters longer than thirty (30) days.

25X9 10. The returning personnel in Eastern Europe Division headquarters who had not been reassigned numbered [ ] The officially vacant positions within the imposed manpower ceiling numbered [ ], leaving [ ] minimum which could not be placed within the Division.

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25X9

11. Forty-two percent (42%) of returning personnel still charged to field tables of organization had not received assignments within three (3) months of their arrival at headquarters.

25X9 12. There were forty-eight percent (48%) more personnel physically present in Eastern Europe Division headquarters than were reported assigned to that component by the Office of Personnel. This amounts to [ ] individuals.

13. No consolidated records are maintained by Eastern Europe Division reflecting physical location and actual assignments of Clandestine Services personnel under its jurisdiction.

## II. SUMMARY OF CONCLUSIONS

14. The task force review of the Eastern Europe Division reveals many of the same weaknesses encountered in and reported on the Far Eastern Division (Reference a). It was found that:

a. Agency controls over manpower strengths and actual assignments are ineffective;

b. The personnel reporting and assignment systems currently employed fail to reflect accurately to senior Agency officials the actual assignments, strengths, and locations of Clandestine Services staff employees and staff agents;

c. In the field of personnel management, the overseas returnee problem is paramount. To date there is no fully effective mechanism to ensure systematic placement or selection-out of returning personnel; and

d. The utilization of unvouchered funds for the payment of these returning personnel constitutes disregard for the intent of [ ] which precludes the use of unvouchered funds for the solution of administrative problems.

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### III. RECOMMENDATIONS

15. Pending the development of more adequate control and reporting systems, it is recommended that:

a. Definitive action be taken on the currently pending T/O and ceiling requests submitted by EE Division.

b. EE Division (then) be required to conform to such approved personnel strengths.

c. All Clandestine Services personnel on duty in headquarters under EE Division jurisdiction and for whom there are no headquarters positions available, be transferred to, and reported in, a formalized in-casual or out-casual group as appropriate; and that, further, all such personnel in casual status be paid with vouchered funds except those out-casuals whose departure within sixty (60) days has been formalized;

d. Eastern Europe Division be further directed to:

(1) Initiate personnel actions within thirty (30) days transferring all personnel slotted against obsolete tables of organization to current tables of organization; to the extent of presently vacant EE T/O ceiling positions.

(2) Process personnel actions within thirty (30) days correcting all personnel records which do not indicate correct assignments or correct physical locations to the extent of presently vacant EE T/O ceiling positions.

(3) Report in detail to the Chief of Operations (DE/P), with copies to the Inspector General and the Inspection and

Review Staff (DD/P), every thirty (30) days, all actions which have been taken and those which remain to be taken in order to comply with the recommendations made above; and that these periodic reports be submitted until the recommendations above have been fully implemented;

(4) Ensure, on all future EE personnel reports to senior Clandestine Services officials, that the following factors are reported correctly:

- (a) All personnel in in-casual or out-casual status;
- (b) All personnel not on currently authorized table of organization position slots;
- (c) All personnel in headquarters paid from un-vouchered funds and not on authorized headquarters table of organization slots;
- (d) All personnel performing duty other than that of the table of organization position to which they have been assigned; and
- (e) All personnel on duty in EE Division but not filling table or organization positions in the Division (e.g., JCT, consultants, details from outside EE, etc.).

16. Recommendations affecting over-all Clandestine Services personnel procedures which appear to be indicated by certain findings in the Eastern Europe Division survey will be deferred until the completion of surveys of other Clandestine Services components.

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Chief, Inspection and Review

Attachments: Report and Tabs A  
through D, Manpower Survey  
of the Clandestine Services,  
(Eastern Europe Division)

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